The Affable PARTNERSHIP LTD

FOR ACQUIRERS / BUYERS

5 TOP PEOPLE TIPS

The numbers tell only part of the story. Five people checks that can help you spot risk, protect value and make integration smoother.

1

Look beyond the paperwork

Contracts and policies matter, but so do informal arrangements, key-person dependencies, unresolved employee issues and the way the business really operates day to day.

2

Put a value on people risk

Understand potential liabilities before the price and terms are fixed - including pay and benefits, accrued commitments, disputes, absence, pensions and transfer obligations where relevant.

3

Know who you cannot afford to lose

Identify the people, knowledge and relationships that are critical to business continuity. Consider retention, succession and how key individuals are likely to respond to the deal.

4

Test leadership and culture fit

A commercially attractive acquisition can struggle if leadership styles, expectations and cultures collide. Assess management capability and likely integration challenges before completion.

5

Plan Day One before you sign

Decide how and when people will be told, what managers need to know, who owns each action and what the first 30-60-90 days should look like. Good integration starts before completion.

A deal can look strong on paper and still carry hidden people risk.

The Affable Partnership helps buyers, sellers and advisers uncover people issues early, protect deal value and plan for what happens after completion.

The Affable PARTNERSHIP LTD

FOR SELLERS

5 TOP PEOPLE TIPS

Preparation gives buyers confidence. Five people actions that can reduce surprises, support valuation and help the sale run more smoothly.

1

Get your people house in order early

Do not wait for due diligence. Check contracts, policies, employee records, pay arrangements, right-to-work evidence and people processes so gaps can be fixed before a buyer finds them.

2

Resolve - or clearly disclose - people issues

Outstanding grievances, disciplinaries, long-term absence, disputes and informal promises can delay a deal or affect value. Address what you can and document what remains.

3

Reduce key-person dependency

If too much knowledge, customer trust or decision-making sits with one person, a buyer will notice. Strengthen succession, document responsibilities and build resilience into the team.

4

Share people information safely

Give buyers enough information to understand employment terms without exposing unnecessary personal data. Put a robust NDA in place before documents are shared; use an employee schedule covering key terms such as salary bands, benefits, length of service and notice periods; redact contracts where appropriate; and release more detailed information only when the transaction is at a more advanced stage.

5

Manage buyer visits without creating unnecessary concern

If a buyer needs to visit before the sale is ready to be communicated, the visit can be framed truthfully as an introduction to the business, premises, products or customers. Consider arranging it outside peak hours, limiting it to senior managers already under confidentiality obligations, or using a genuine supplier, adviser or business-partner meeting context. The aim is not to mislead employees, but to avoid unnecessary uncertainty before a transaction is likely to proceed.

A deal can look strong on paper and still carry hidden people risk.

The Affable Partnership helps buyers, sellers and advisers uncover people issues early, protect deal value and plan for what happens after completion.

The Affable Partnership Ltd. Registered Office: Arena Offices, Lancaster Court, 8 Barnes Wallis Rd, Fareham PO15 5TU. Company Number: 16476736 Registered in England and Wales. VAT Registration Number: 493799711